



Shaping and building a change-ready culture

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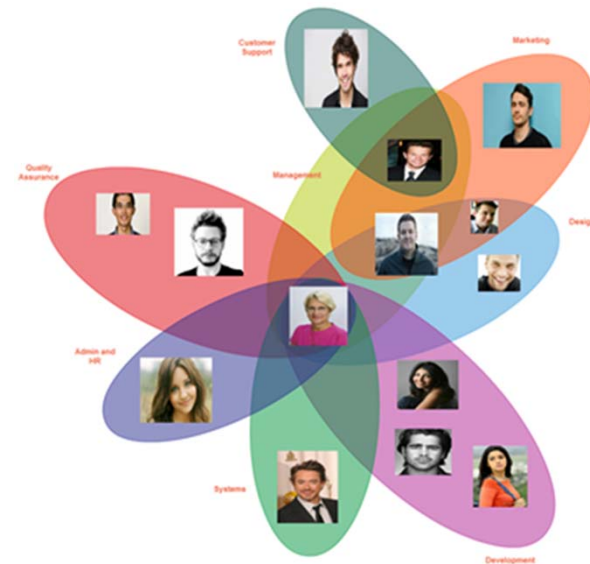
Change is a constant

Libraries have had to adapt and change, and at times have been at the forefront of change

However... change is becoming more rapid; we are being challenged to respond proactively and strategically and to do more with less

Responding to change

A common response to change has been to restructure: to review positions and reorganise reporting lines



But we need more than a new structure

Restructuring and reorganising is not enough

To respond to change, we need to be alert to opportunities, ready to explore and experiment, and to take risks

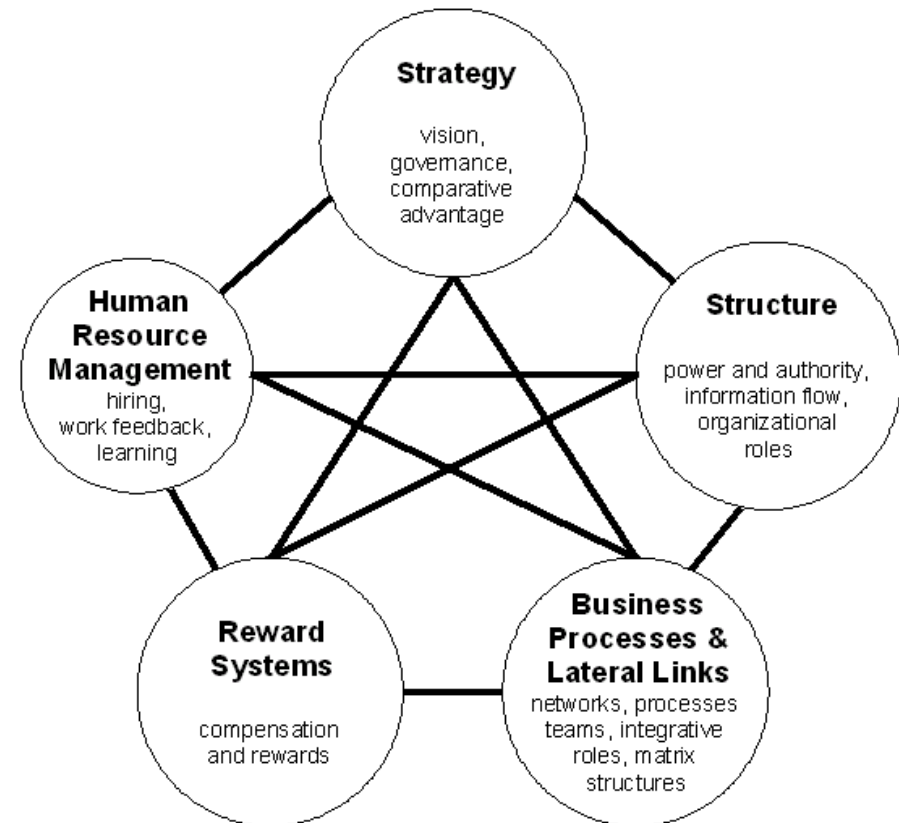
We need to examine attitudes and skills and explore different ways of thinking and working

Structure and strategy will take us part of the way

Galbraith's Star Model™ (1977)

- Strategy (Direction)
- Structure (Power)
- Processes (Information)
- Rewards (Motivation)
- People (Skills, mindsets)

<http://www.jaygalbraith.com/services/star-model>

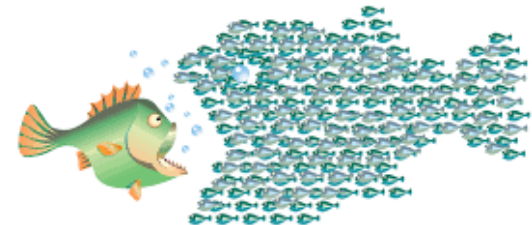


'Galbraith's Star Model of organizational design'
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'Culture eats strategy for breakfast....

... operational excellence for lunch and everything else for dinner'
(commonly attributed to Peter Drucker)

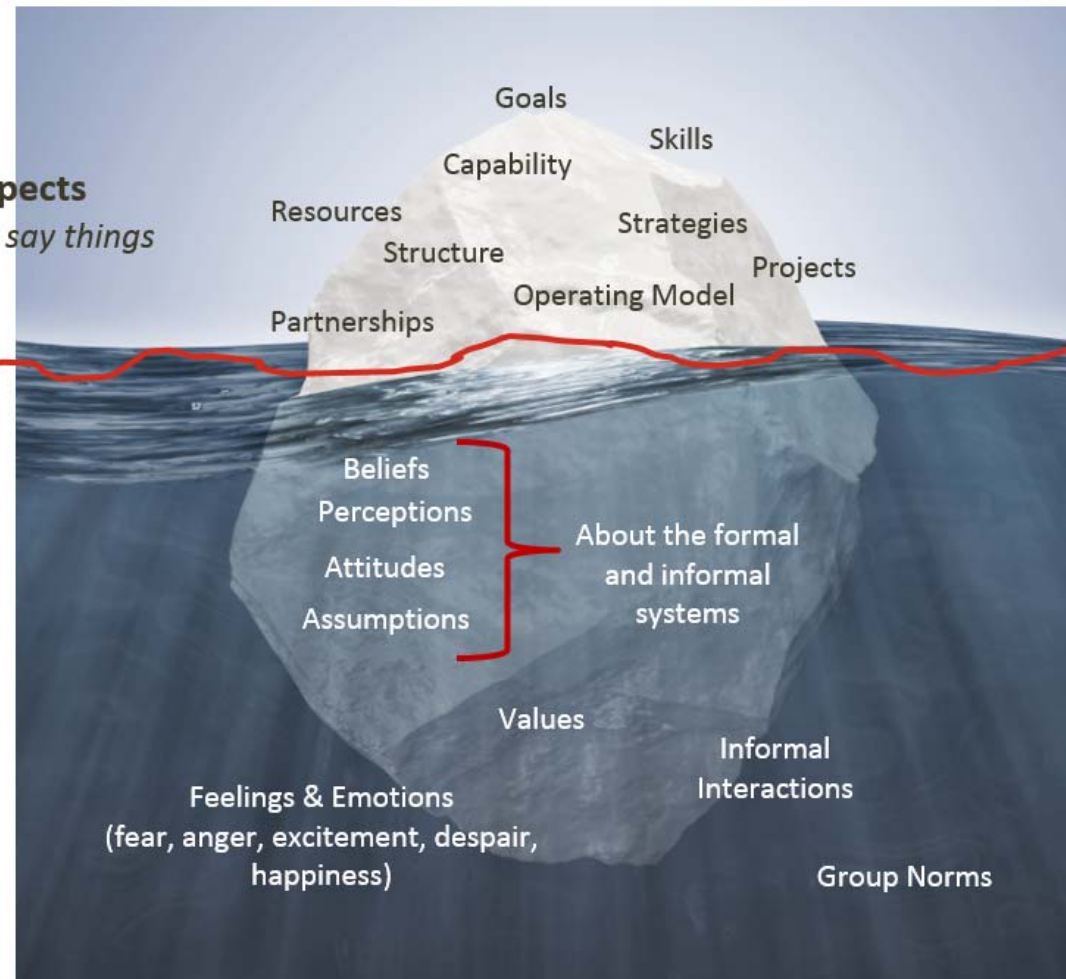
People are loyal to the prevailing culture, not the strategy. If we want to capitalise on change, we also need to examine expectations, attitudes and behaviours



Culture is critical

Formal (Overt) Aspects

*The way we say things
get done...*

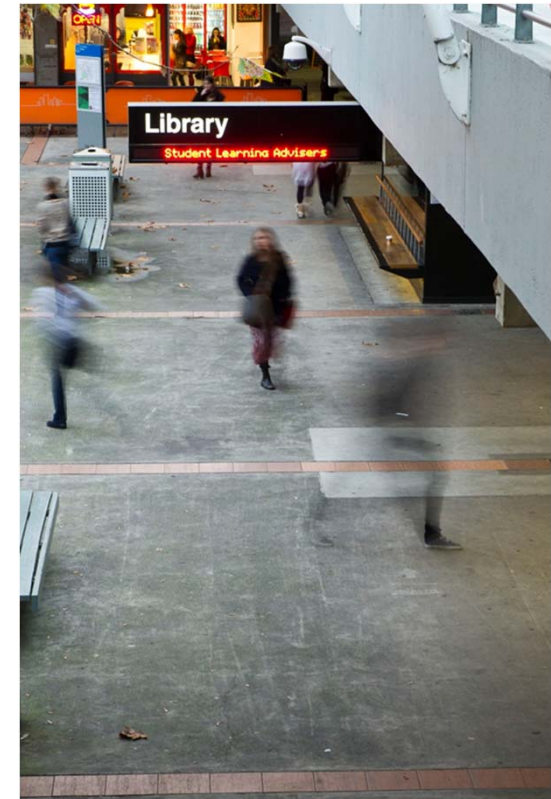


Informal (Covert) Aspects

*The way we
really get things
done... our culture*

Building the right culture and new ways of working

- Developing a common understanding of goals, values and expectations
- Reviewing and challenging attitudes and assumptions
- Ongoing development of staff
- A focus on effective and transparent communication
- Articulating, expecting and rewarding the behaviours and attitudes that will help us anticipate and respond to change







Values, beliefs, perceptions, attitudes, assumptions

- Agree on the values that will guide the way we work
- Reinforce and reward values, behaviours and attitudes
- Articulate how we will work together: what can we expect from each other? How will we hold ourselves and each other accountable?
- Assumptions: clarify the assumptions we will make

Our desired culture: values and behaviours identified by LTU Library staff....

helpful teamwork encourage aspirations
empathy collegiality accountable
strong work ethic sensitivity collaborative
agile friendly passion resilient persistent
using evidence thinking outside the box advocacy
supportive above and beyond honesty
persistence proud to make a difference
coping with change
acting boldly open guided by our values
caring initiative
understanding reflection courageous
resilience determination
client centric problem solving
responsiveness sense of humour

...and mapped to university values

La Trobe Cultural Qualities	 Connected	 Innovative	 Accountable	 Care
Library Behaviours	<ul style="list-style-type: none">▪ Communicative▪ Consultative	<ul style="list-style-type: none">▪ Brave▪ Innovative▪ Agile▪ Resilient	<ul style="list-style-type: none">▪ Accountable▪ Responsive▪ Empowered to act	<ul style="list-style-type: none">▪ Supportive▪ Team focused▪ Honest▪ Client centered

An organisational development plan outlines the goals and actions for each year and accountability for delivering these.

Attributes of a change-ready culture include:

- Strong leadership, 'walking the talk'
- A willingness to change attitudes and assumptions
- Empowered and accountable staff
- Encouraging and supporting risk-taking
- A learning culture: developing new skills and behaviours to enable new projects and new roles
- Open and inclusive communication
- Innovative: seeking new opportunities
- Agile and adaptive: a 'beta mindset'

A 'beta mindset': done is better than perfect



... or as General George Patton said: 'A good solution applied with vigour now is better than a perfect solution applied ten minutes later.'

<http://lifehacker.com/5870379/done-is-better-than-perfect>

So that's culture done then?


The change continuum: continuous development, review and feedback

- Listening, 'keeping in touch'
- Gathering evidence
- Gathering feedback
- Responding






Reframing our roles and setting expectations: success profiles

Success Profile Template

Role	Purpose <ul style="list-style-type: none">• why this role exists
Level 	

Knowledge <ul style="list-style-type: none">• what I know• qualifications• programs• technical knowledge	Experience <ul style="list-style-type: none">• what I have done• work experience and exposure						
Capabilities and Accountabilities <table><tr><td>select from</td><td>the capability</td><td>map</td></tr><tr><td>4 to 6</td><td>that best describe</td><td>this job</td></tr></table>	select from	the capability	map	4 to 6	that best describe	this job	Personal Attributes <ul style="list-style-type: none">• who I am• what attributes make this delivery of this work successful
select from	the capability	map					
4 to 6	that best describe	this job					
	Stakeholders <ul style="list-style-type: none">• who I need to connect with to do this job						

Stop, start & continue:
change involves letting go of some things as new things take their place

 STOP	WORK TO STOP <ul style="list-style-type: none">• Activities that used to be completed that no longer need to be completed by this team member	WORK TO HAND OVER <ul style="list-style-type: none">• Activities that still need to be done, just not by this team member and who they will be handed over to
 CONTINUE	WORK TO CONTINUE <ul style="list-style-type: none">• Work that needs to continue into the future that was undertaken before	
 START	WORK TO START <ul style="list-style-type: none">• Work that needs to start that hasn't been undertaken by this team member before	

Shaping and building a change ready culture

‘There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.’

Niccolo Machiavelli, *The Prince* (1532)

‘Change is the law of life and those who look only to the past or present are certain to miss the future.’

John F Kennedy (1963)

‘The greatest danger in times of turbulence is not the turbulence – it is to act with yesterday’s logic.’

Peter Drucker (1980)

Questions

